

## Message Text

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C O N F I D E N T I A L SECTION 1 OF 5 LISBON 6725

E.O. 11652: GDS  
TAGS: PGOV, PINT, PO  
SUBJ: ALL THE PRESIDENT'S MEN: AN ASSESSMENT

REF: LISBON 5007 (DTG 300853Z JUN 77)

SUMMARY: THE PRESIDENT'S STAFF, LIKE THE MAN IT SERVES,  
CAN POINT TO SOLID ACCOMPLISHMENT DURING ITS FIRST YEAR.  
IT HAS PERFORMED A MAJOR EDUCATIONAL FUNCTION IN HELPING  
TO TRANSFORM A POLITICALLY INEXPERIENCED CAREER ARMY  
OFFICER INTO SOMETHING RESEMBLING A SOLIDER STATESMAN.  
AT THE PRESIDENT'S DIRECTION, THE STAFF CONSULTS, ADVISES,  
AND OCCASIONALLY PRODS OTHER BRANCHES OF GOVERNMENT. AND IN  
DOING SO IT HAS HELPED THE PRESIDENT TO PERFORM THE  
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MEDIATING ROLE SO ESSENTIAL TO THE STABILITY OF NASCENT  
DEMOCRATIC INSTITUTIONS. ALTHOUGH THE STAFF IS SPREAD  
EXTREMELY THIN AND AT TIMES HAS BETRAYED ITS INEXPERIENCE,  
IT HAS SERVED THE PRESIDENT WELL. END SUMMARY.

1. THE POWER STRUCTURE: THE OFFICE OF THE PRESIDENCY  
IS ORGANIZED ALONG CLASSICAL LINES. PRINCIPAL ELEMENTS

INCLUDE:

- A PERSONAL CABINET AND PERSONAL STAFF.
- A CIVIL HOUSEHOLD.
- A MILITARY HOUSEHOLD.
- A PERMANENT SECRETARY-GENERAL AND A SECURITY OFFICE.

2. THE POWER BROKERS: THE KEY PERSONALITIES BY POSITION  
ARE:

A. PERSONAL CABINET:

-- APPOINTMENTS SECRETARY, MAJ JOSE PIMENTEL. A 40-YEAR OLD ARTILLERY OFFICER, PIMENTEL IS A LONG-TIME ASSOCIATE OF PRESIDENT EANES. HE SERVED ON THE TEN-MEMBER POLICY COMMITTEE WHICH DIRECTED THE 1976 EANES PRESIDENTIAL CAMPAIGN. PIMENTEL CONTROLS ACCESS TO THE PRESIDENT'S OFFICE. HE BRIEFS THE PRESIDENT ON PROSPECTIVE VISITORS AND PASSES ON INFORMATION FROM THOSE WHO DO NOT MAKE IT IN.

B. CIVIL HOUSEHOLD:

-- CHIEF, HENRIQUE GRANADEIRO. A THIRTY-FOUR YEAR OLD SOCIOLOGY GRADUATE FROM THE UNIVERSITY OF LISBON, THE SON OF AN ALENTEJO SHARE-CROPPER, GRANADEIRO IS EANES'S TOP CIVILIAN STAFFER. GRANADEIRO'S RESPONSIBILITIES RUN ALMOST ACROSS THE BOARD; SPECIAL INTERESTS INCLUDE REGIONAL PLANNING AND AGRARIAN REFORM. GRANADEIRO SERVED AS DIRECTOR GENERAL (THE SENIOR CAREER POSITION) FOR REGIONAL PLANNING IN THE INTERIOR  
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MINISTRY PRIOR TO JOINING THE EANES CAMPAIGN STAFF IN THE SUMMER OF 1976. POLITICALLY HE IS CENTER-RIGHT.

-- POLITICAL ADVISOR, JOAQUIM AGUIAR. ONE OF THE FOUNDERS OF SEDES, A LIBERAL THINK-TANK, THE TWENTY-NINE YEAR OLD AGUIAR MAINTAINS EXCELLENT CIVILIAN POLITICAL CONTACTS, WITH A STRONG BIAS TOWARD THE POLITICAL CENTER. HE WAS ONE OF NINE FOUNDING MEMBERS OF THE POLITICAL SCIENCE FOUNDATION, ORGANIZED EARLIER IN THE YEAR BY A GROUP OF PS AND PSD INTELLECTUALS. HE WAS ALSO A MEMBER OF THE EANES CAMPAIGN STAFF. A THEORETICALLY-INCLINED POLITICAL SCIENTIST, AGUIAR SPECIALIZES IN NATIONAL POLITICAL ORGANIZATIONS.

-- LABOR ADVISOR, MAJ ARMANDO FONSECA DE ALMEIDA. A THIRTY-NINE YEAR OLD CAREER ARMY OFFICER, ALMEIDA SPENT TEN YEARS IN ANGOLA, PRIMARILY IN STAFF CAPACITIES IN THE COLONIAL GOVERNMENT. HE SERVED BRIEFLY AS LABOR MINISTER UNDER MILITARY GOVERNOR ADM ROSA COUTINHO. DESPITE HIS LINK TO THE "RED ADMIRAL," ALMEIDA HAS A NON-IDEOLOGICAL APPROACH TO LABOR RELATIONS. HE DOUBLES AS THE PRESIDENT'S IN-HOUSE EXPERT ON ANGOLA.

-- DIPLOMATIC ADVISOR, LUIS MARTINS. A CAREER DIPLOMAT, THE FORTY-TWO YEAR OLD MARTINS LAST SERVED AS

COUNSELOR AT THE PORTUGUESE EMBASSY IN WASHINGTON;

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C O N F I D E N T I A L SECTION 2 OF 5 LISBON 6725

PREVIOUS ASSIGMENTS INCLUDED TORONTO AND THREE TOURS IN  
NON-PORTUGUESE SPEAKING AFRICA. MARTINS OWES HIS JOB  
TO GRANADEIRO, WHOM MARTINS IMPRESSED DURING THE LATTER'S  
1976 AID-FINANCED TRIP TO THE UNITED STATES. MARTINS,  
WHO RECENTLY ACQUIRED A THIRTY-YEAR OLD FSO  
ASSISTANT, IS THE PRESIDENT'S PRESONAL FOREIGN AFFAIRS  
ADVISOR. MARTINS SITS IN ON VIKRTUALLY ALL CALLS BY  
VISITING FOREIGN DIGNITARIES.

-- ECONOMIC ADVISOR, JOSE MARIA CALDEIRA GUIMARAES.  
PRIOR TO HIS APPOINTMENT, THE FORTY-THREE YEAR LED  
GUIMARAES WAS A FINANCIAL SPECIALIST IN THE PLANNING  
DEPARTMENT OF THE COMMERCE MINISTRY, WHERE HE OFTEN  
WORKED WITH GRANADEIRO ON PLANNING MATTERS. AS A MINISTRY  
STAFF ECONOMIST, HE FREQUENTLY REPRESENTED THE GOP AT  
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INTERNATIONAL ECONOMIC CONFERENCES. GUIMARAES, ASSISTED BY TWO PROFESSIONALS, PROVIDES THE PRESIDENT WITH INDEPENDENT JUDGMENTS ON ECONOMIC ISSUES FACING THE GOVERNMENT.

-- COMMUNICATIONS ADVISOR, MANUEL SILVA E COSTA. A WIDELY RESPECTED JOURNALIST, THE FORTY-YEAR OLD COSTA HELD EDITORIAL POSITIONS WITH THE "JORNAL DO COMERCIO" AND "DIARIO DE NOTICIAS" PRIOR TO HIS SELECTION FOR THE EANES STAFF. COSTA SERVED AS MEDIA COORDINATOR DURING THE 1976 PRESIDENTIAL CAMPAIGN. HE IS ASSISTED BY A PROFESSIONAL STAFF OF FOUR.

-- LEGAL ADVISOR, ANTONIO MACEDO DE ALMEIDA. A GRADUATE OF THE LISBON LAW SCHOOL, ALMEIDA REVIEWS PROPOSED LEGISLATION PRIOR TO ITS PROMULGATION BY THE PRESIDENT. ALMEIDA AND TWO LAWYER ASSISTANTS ADVISE THE PRESIDENT ON THE POLITICALLY-CHARGED ISSUE OF CONSTITUTIONALITY.

C. MILITARY HOUSEHOLD:

-- CHIEF, BG AMADEU GARCIA DOS SANTOS. A FORTY-TWO YEAR OLD ELECTRONICS ENGINEERING OFFICER, GARCIA DOS SANTOS IS A CLOSE PERSONAL FRIEND AND MILITARY ACADEMY CLASSMATE OF THE PRESIDENT. A S COMMUNICATIONS COORDINATOR UNDER THE OPERATIONAL COMMAND OF THEN LTC EANES, DOS SANTOS PLAYED A KEY ROLE IN THE SUCCESSFUL NOVEMBER 1975 COUNTER COUP. AS THE PRESIDENT'S TOP MILITARY STAFFER, DOS SANTOS SUPERVISES THE MILITARY AIDES AND SPECIAL ASSISTANTS REPRESENTING EACH SERVICE.

-- AIDES DE CAMP:

(A) CPT ALEXANDRE SOUSA PINTO (ARMY). A CAVALRY OFFICER IN HIS MID-THIRTIES, PINTO SERVED IN 1975 AS AN AIDE TO LEFTIST ARMY CHIEF FABIAO. PINTO STAYED ON WHEN GEN EANES REPLACED FABIAO AND MOVED WITH EANES TO THE PRESIDENCY. PINTO ENJOYS A SPECIAL RELATIONSHIP WITH THE CONFIDENTIAL

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PRESIDENT AND HANDLES MANY OF HIS PERSONAL ARRANGEMENTS, ESPECIALLY THOSE RELATED TO THE ARMY. PINTO HAS ESPECIALLY GOOD CONTACTS AMONG JUNIOR ARMY OFFICERS.

(B) MAJ CRISTOVAO AVELAR DE SOUSA (AIR FORCE). A PARATROOP OFFICER AND A NEWLY-PROMOTED MAJOR, SOUSA IS AN UNKNOWN QUANTITY. BUT HIS CONTACTS WITH THE PARATROOP REGIMENT, WHICH HAS A REPUTATION FOR FRACTIOUSNESS, ARE PROBABLY USEFUL TO THE PRESIDENT.

(C) LT MANUEL PINA (NAVY). RECENTLY ASSIGNED FROM THE MARINE CORPS SCHOOL. PINA HAS YET TO ESTABLISH HIMSELF.

-- SPECIAL MILITARY ASSISTANTS:

(A) MAJ MANUEL MOREIRA DIAS (ARMY). ON LOAN FROM

THE OPORTO CAVALRY REGIMENT, DIAS HANDLES DETAILS RELATING TO CONTACTS WITH THE ARMY.

(C) CDR ISAIAS GOMES TEIXEIRA. A MEMBER OF THE CONSERVATIVE "GROUP OF 80" DEDICATED TO ENDING RESIDUAL LEFTIST STRENGTH AMONG NAVAL OFFICERS, TEIXEIRA HANDLES DETAILS RELATING TO CONTACTS WITH THE NAVY.

(C) LTC MARIO DE BARROS CARVALHO CORTESAO (AIR FORCE). THE MOST RECENT APPOINTMENT TO THE MILITARY HOUSEHOLD. CORTESAO IS STILL VIEWED WITH SOME RESERVE BY HIS NEW COLLEAGUES, WHO QUESTION WHETHER HIS LOYALTY IS TO THE AIR FORCE OR THE PRESIDENCY. THE PRESIDENT, HOWEVER, APPEARS TO HAVE NO SUCH RESERVATIONS.

(D) INTELLIGENCE OFFICER, LTC GABRIEL ESPIRITO SANTO. AN ACADEMY CLASSMATE OF THE PRESIDENT, AND WIDELY REGARDED AS A COMER IN THE ARMY, ESPIRITO SANTO

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COORDINATES THE FLOW OF INTELLIGENCE TO EANES. HE SUPPLEMENTS INFORMATION FROM OFFICIAL SOURCES WITH DATA WHICH HE GATHERS INFORMALLY HIMSELF.

D. PERMANENT STAFF:

-- SECRETARY GENERAL, LUIS PEREIRA COUTINHO. FROM AN OLD-LINE ARISTOCRATIC FAMILY, COUTINHO BOASTS TWENTY YEARS OF SERVICE TO FIVE PRESIDENTS. HE KNOWS WHERE ALL THE SKELETONS ARE BURIED BUT KEEPS HIS MOUTH SHUT. HE PERFORMS ADMINISTRATIVE, HOUSEKEEPING, AND PROTOCOLARY FUNCTIONS.

3. WHO EXERCISES POWER?: EANES MAKES THE DECISIONS, BUT HE RELIES HEAVILY UPON HIS STAFF. INITIALLY THE PRESIDENT RELIED MORE UPON HIS MILITARY ADVISORS THAN THE CIVILIANS, CONFIDENTIAL

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WHOM HE KNEW LESS WELL. ALTHOUGH HE STILL TENDS TO BE MORE COMFORTABLE WITH HIS ARMY FRIENDS, EANES HAS LEARNED TO USE HIS CIVILIAN STAFF. A DEFINITE PECKING ORDER HAS DEVELOPED AMONG THE STAFFERS. THE KEY FACTOR IS ACCESS. THIS VARIES ACCORDING TO THE ISSUE. BUT, BASED ON THE EXPERIENCES OF THE PAST YEAR, SOME GENERALIZATIONS CAN BE MADE:

-- THE TOP TWO: THE PRESIDENT RESPECTS HIERARCHY. SIGNIFICANTLY, HIS MOST INFLUENTIAL ADVISORS OCCUPY THE TOPS SLOTS BUREAUCRATICALLY: CIVIL HOUSEHOLD CHIEF GRANADEIRO AND MILITARY HOUSEHOLD CHIEF BG GARCIA DOS SANTOS. MOST OF THE PAPER WORK FLOWS THROUGH THESE MEN. THEY FREQUENTLY ATTEND MEETINGS BETWEEN THE PRESIDENT AND SUBORDINATE STAFFERS AND, WHEN ABSENT, ARE REGULARLY INFORMED OF THE RESULTS. EACH ACTS AS CHIEF OF STAFF IN HIS RESPECTIVE DOMAIN.

-- THE NEXT TWO: IN IMPORTANCE A CLEAR GAP SEPARATES THE TWO TOP MEN FROM THE REST OF THEIR STAFFS. BUT ON THE MILITARY SIDE AT LEAST THERE IS A DISCERNIBLE SECOND TIER, INCLUDING: APPOINTMENTS SECRETARY MAJ PIMENTEL AND INTELLIGENCE OFFICER LTC ESPIRITO SANTO. BOTH ENJOY THE PRESIDENT'S TRUST AND CONFIDENCE; BOTH HAVE EASY, USUALLY DAILY ACCESS.

-- EVERYBODY ELSE: AMONG THE OTHER STAFFERS, ACCESS AND INFLUENCE VARIES DEPENDING UPON THE ISSUES. ALTHOUGH ALL DEAL FREQUENTLY WITH THE PRESIDENT, MUCH OF THEIR CONTRIBUTION IS CHanneled THROUGH GRANADEIRO, ON THE CIVILIAN SIDE, OR GARCIA DOS SANTOS, ON THE MILITARY MATTERS.

4. THE STYLE OF POWER: THE MILITARY AND CIVILIAN STAFFS TEND TOWARD COMPARTMENTALIZATION. IN PART THIS REFLECTS THE ORDERLY APPROACH FAVORED BY EANES; IN PART IT REFLECTS CONFIDENTIAL

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THE SUBJECT MATTER. THE CLOSEST THE STAFF COMES TO A TEAM EFFORT IS IN THE PREPARATION OF SPEECHES. AN INITIAL DRAFT, USUALLY PREPARED BY GRANADEIRO, IS CIRCULATED FOR COMMENT TO ALL MEMBERS OF THE STAFF -- MILITARY AS WELL AS CIVILIAN. ALL HAVE A CHANCE TO CONTRIBUTE IDEAS; THE PRESIDENT OF COURSE HAS THE FINAL WORD. THE COMBINED STAFFS MEET WEEKLY WITH THE PRESIDENT WITHOUT A FIXED AGENDA; THE SESSIONS USUALLY RUN AN ENTIRE AFTERNOON. IN ADDITION, THE PRESIDENT REGULARLY LUNCHES WITH STAFF MEMBERS IN THE PRESIDENCY MESS.

5. THE EXERCISE OF POWER: IN ADDITION TO THEIR NORMAL RESPONSIBILITIES, STAFF MEMBERS ACT AS THE EYES AND EARS OF THE PRESIDENT. OFTEN THEY ARE CALLED UPON TO PROD THE GOVERNMENT OR THE LEGISLATIVE ASSEMBLY. INFORMAL QUERIES TO THE BUREAUCRACY FROM PRESIDENTIAL STAFFERS ARE NOW ROUTINE. HENRIQUE GRANADEIRO LOBBIED ACTIVELY IN THE ASSEMBLY CORRIDORS TO HELP ENSURE PASSAGE OF THE AGRARIAN REFORM LEGISLATION. THOUGH ACTING LARGELY IN ANONYMITY ON OCCASION STAFFERS HAVE DRAWN THE CRITICISM OF BOTH GOVERNMENT AND OPPOSITION ALIKE. THE MOST FREQUENTLY HEARD COMPLAINTS -- ALWAYS IN PRIVATE -- ARE THE INEVITABLE ASSERTIONS THAT STAFF MEMBERS ARE ASSUMING TOO MUCH POWER. OR, ALTERNATELY, THAT THEY ARE ISOLATING THE PRESIDENT FROM PORTUGUESE REALITIES. NEITHER CRITICISM IS VALID IN OUR JUDGMENT. MORE TO THE POINT, THE PRESIDENT'S MEN HAVE MOLDED THEMSELVES TO THE STYLE OF THE MAN THEY SERVE -- LOW KEY, PERSISTENT, AND A STRONG SENSE OF DUTY.

6. THE CORPORATE IMAGE: THE COMPOSITION OF THE PRESIDENTIAL STAFF AND THE MEN EAMES HAS SELECTED AS HIS PRINCIPAL ADVISORS ARE REVEALING.

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-- ALL ARE HARD-WORKING, INTELLIGENT, AND PERSONABLE.  
A ROUTINE DAY AT THE BELEM PALACE BEGINS AT 9:30 A.M.  
AND ENDS AT 9:00 P.M.  
-- MOST ARE YOUNG. THE OLDEST, ECONOMIC ADVISOR GUIMARAES  
IS FORTY-THREE, ONE YEAR OLDER THAN THE PRESIDENT; THE  
YOUNGEST, POLITICAL ADVISOR AGUIAR, IS NOT YET THIRTY.  
-- MOST LIKE EANES, COME FROM THE CONSERVATIVE  
NORTH. NOTABLE EXCEPTION ARE GARCIA DOS SANTOS,  
FROM LISBON AND GRANADEIRO, FROM NEAR EVORA.  
-- ALTHOUGH SOME WERE NOT PERSONALLY SELECTED BY THE  
PRESIDENT, ALL HAVE DEVELOPED A STRONG LOYALTY TO EANS  
AND THE PRESIDENCY.  
-- ALMOST ALL ARE MEN CLOSE TO THE CENTER OF THE  
POLITICAL SPECTRUM. SOME, LIKE MAJORS DIAS AND FONSECA  
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DE ALMEIDA, ARE TO THE LEFT OF THE PRESIDENT, OTHERS,  
LIKE DIPLOMATIC ADVISOR MARTINS AND AIR FORCE LTC  
CORTESAO, ARE SOMEWHAT TO THE RIGHT.  
-- NONE MAINTAIN PARTY AFFILIATIONS. ALTHOUGH SOME  
UNDOUBTEDLY HARBOR POLITICAL AMBITIONS, THEY RECOGNIZE  
THAT PROSPECTS ARE CURRENTLY POOR FOR POLITICAL INDEPENDENTS.  
THEY ARE MEN ON THE WAY UP WHO ARE WILLING TO WAIT.

7. OTHER VOICES: THE PRESIDENT'S MEN ARE NOT THE ONLY  
VOICES HE LISTENS TO. HIS PRINCIPAL CONFIDANTE AND  
INFORMAL COUNSELOR IS PROBABLY HIS WIFE, MANUELA, A LAWYER  
AND FORMER EDUCATION MINISTRY EMPLOYEE. THE PRESIDENT  
ALSO MAINTAINS TIES WITH HIS FORMER MILITARY COLLEAGUES.  
PRINCIPAL AMONG THEME ARE:  
-- DEFENSE MINISTER COL FIRMINO MIGUEL.  
-- ARMED FORCES DEPUTY CHIEF OF STAFF LOUREIRO  
DOS SANTOS.  
ARMY CHIEF GEN ROCHA VIEIRA.  
-- CENTRAL MILITARY COMMANDER BG HUGO DOS SANTOS.  
-- COMMANDO REGIMENT CHIEF COL JAIME NEVES.  
-- ABRANTES INFANTRY REGIMENT COMMANDER COL SOARES



CARNEIRO.

AMONG THE CIVILIANS EANES LISTENS TO AND RESPECTS ARE:

-- PRIME MINISTER MARIO SOARES.

-- CDS LEADER FREITAS DO AMARAL.

-- COMMERCE MINISTER CARLOS MOTA PINTO.

-- ECONOMIST VASCO VIERA DE ALMEIDA.

-- FORMER EANES STAFF AND EX-PSD MEMBER CARLOS  
MACEDO.

-- PORTUGUESE AMBASSADOR TO MADRID VITOR CUNHA REGO.

-- PORTUGUESE AMBASSADOR TO BELGRADE ALVARO GUERRA.

AND THE PRESIDENT'S CIVILIAN CONTACTS CONTINUE TO  
GROW. ON MATTERS OF STATE, HOWEVER, THE PRESIDENT RELIES  
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PRINCIPALLY ON HIS OWN STAFF.

8. LOOKING AT THE RECORD: PRESIDENT EANES HAS ACCOMPLISHED  
A GREAT DEAL IN THE FIRST OF A FIVE-YEAR TERM. HIS STAFF  
DESERVES A LARGE SHARE OF THE CREDIT. PERHAPS THE  
PRINCIPAL COLLECTIVE ACCOMPLISHMENT OF THE STAFF IS THE  
MAJOR EDUCATIONAL ROLE IT HAS PERFORMED. IT HAS HELPED  
TO TRANSFORM A HIGHLY DEDICATED, BUT POLITICALLY NARROW  
CAREER ARMY OFFICER INTO SOMETHING RESEMBLING A SOLDIER-  
STATESMAN. BUT GIVEN THEIR BROAD RESPONSIBILITIES THE  
STAFF IS EXTREMELY THEN. WITH NO OVERALL CHIEF OF STAFF,  
THE PRESIDENT IS SOME TIMES DRAWN INTO UNNECESSARY DETAIL.  
AND INEXPERIENCE SOMETIMES SHOWS, STAFF MEMBERS HAVE  
NEVERTHELESS HELPED THE PRESIDENT AVOID THE PITFALLS OF OVERRE-  
ACTION. AND IN DOING SO THEY HAVE HELPED THE PRESIDENT TO PER-  
FORM THE MEDIATING ROLE SO ESSENTIAL TO THE STABILITY OF  
NASCENT DEMOCRATIC INSTITUTIONS.

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9. FACING THE FUTURE: A MAJOR ISSUE FACING THE PRESIDENCY IS THE ROLE OF THE PRESIDENT IN THE LIKELY CABINET CHANGES IN THE FALL. THE DEBATE AMONG PRESIDENTIAL STAFFERS REVOLVES AROUND THE EXTENT TO WHICH THE PRESIDENT SHOULD ACTUALLY SUGGEST NAMES. THOSE FAVORING A MORE ASSERTIVE PRESIDENTIAL ROLE POINT TO THE NEED TO STIFFEN THE RESOLVE OF THE GOVERNMENT AND TO BROADEN ITS POLITICAL BASE OF SUPPORT AND OVERALL COMPETENCE. THOSE RELUCTANT TO COMMIT THE PRESIDENT POINT TO THE DANGERS OF BECOMING OVERLY IDENTIFIED WITH THE CURRENT GOVERNMENT. THE DECISION IS LIKELY TO FALL SOMEWHERE BETWEEN THE TWO POSITIONS AND INVOLVE SOME DELICATE DIRECT NEGOTIATIONS BETWEEN SOARES AND THE PRESIDENT.

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10. IN THE LONGER TERM, THE PRESIDENT HAS SHOWN HIMSELF TO BE VERY CONSCIOUS OF THE POWERS OF HIS OFFICE AND EQUALLY SENSITIVE TO THOSE OF THE OTHER SOVERIGN ORGANS. ALTHOUGH HE CONSULTS WITH INDIVIDUAL MINISTERS AND HIS OWN STAFFERS ON SPECIFIC ISSUES, HE LOOKS TO THE PRIME MINISTER TO RUN THE GOVERNMENT. ALTHOUGH HE IS THE DOMINANT MILITARY FIGURE, HE RESPECTS THE HIERARCHY AND HAS REINFORCED THE POSITIONS OF THE SERVICE CHIEFS. ALTHOUGH HE HAS REINED IN THE REVOLUTIONARY COUNCIL, HE HAS STAUNCHLY RESISTED PRESSURES FOR ITS ABOLITION. DESPITE HIS IMPATIENCE WITH THE PACE OF THE LEGISLATIVE ASSEMBLY, HE HAS CONFINED HIMSELF TO WELL-TIMED PRODDINGS. EANE'S STAFF FOLLOWS HIS LEAD. IT CONSULTS, ADVISES, AND OCCASIONALLY PUSHES WHEN INSTRUCTED TO DO SO. IN SUM, THE PRESIDENT'S MEN HAVE SERVED THE PRESIDENT WELL.  
CARLUCCI

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## Message Attributes

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**Previous Channel Indicators:** n/a  
**Previous Classification:** CONFIDENTIAL  
**Previous Handling Restrictions:** n/a  
**Reference:** 77 LISBON 5007  
**Retention:** 0  
**Review Action:** RELEASED, APPROVED  
**Review Content Flags:**  
**Review Date:** 04-Oct-2004 12:00:00 am  
**Review Event:**  
**Review Exemptions:** n/a  
**Review Media Identifier:**  
**Review Release Date:** n/a  
**Review Release Event:** n/a  
**Review Transfer Date:**  
**Review Withdrawn Fields:** n/a  
**SAS ID:** 1687763  
**Secure:** OPEN  
**Status:** NATIVE  
**Subject:** ALL THE PRESIDENT'S MEN: AN ASSESSMENT  
**TAGS:** PGOV, PINT, PO  
**To:** STATE  
**Type:** TE  
**vdkgvwkey:** odbc://SAS/SAS.dbo.SAS\_Docs/cc44e360-c288-dd11-92da-001cc4696bcc  
**Review Markings:**  
Margaret P. Grafeld  
Declassified/Released  
US Department of State  
EO Systematic Review  
22 May 2009  
**Markings:** Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009